

“IT'S ALL HAPPENING”

NEWARK, NEW JERSEY

**CONNECTION-NEWARK
1998-99 STRATEGIC PLAN PRESENTATION**

FEBRUARY 6, 1998

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(DRAFT DOCUMENT FOR PLANNING PURPOSES ONLY)

SECTION: I

MISSION STATEMENT

Connection-Newark is a nonprofit organization dedicated to the continued improvement of the quality of life in the City of Newark.

Through introduction and implementation of initiatives linking the public and private sectors, *Connection-Newark* seeks to be a catalyst for positive project development serving the key interests of the Greater Newark Community.

Connection-Newark demonstrates the “Power of Partnership” by bringing together people, ideas, and resources to achieve success in such areas as transportation; enhancement of community spaces; management and promotion of special events; development of business and public school alliances and student programs; and fostering a positive portrayal of Newark in the media.

SECTION: II

OVERVIEW & HISTORY

Overview

The Power of Partnership

Connection-Newark was created in early 1995 for the purpose of addressing key transportation and access issues for the City of Newark and more specifically, to coincide with the opening of NJPAC. The Newark Museum and NJPAC were the first two partners in this collaboration, and were the catalyst for its success. *Connection-Newark* developed strategic alliances with the State of New Jersey, Department of Transportation, the City of Newark, NJ Highway Authority, NJ Turnpike Authority, NJ Transit and many key Newark institutions.

The Founding Partners include: New Jersey Performing Arts Center (NJPAC), The Newark Museum, NJ Transit, Essex County College, New Jersey Institute of Technology (NJIT), Rutgers University, Campus at Newark, University, and University of Medicine & Dentistry - NJ (UMDNJ).

The power of this inclusive partnership enabled various programs to expand, other projects to be created. Synergy, collaboration and Teamwork have been the operating mandate that has fostered the great success of our various initiatives.

It is the intent of *Connection-Newark* to continue creating a broad-based coalition that will enable the public sector in partnership with for-profit corporations, not-for-profit institutions, local businesses and community-based organizations to rally together and implement projects that make sense for the Newark and its people.

Currently we have 46 companies, nonprofits and government agencies as our partners in *Connection-Newark*. There are also 141 professionals and individuals that have collaborated and assisted in making the *Connection-Newark* projects a reality.

Connection-Newark Partners - See Section VIII - Appendix "A"

SECTION: III

CONNECTION-NEWARK PROJECTS COMPLETED 1995-97

- Newark Wayfinding System
- The Loop Shuttle System
- Riverfront Greening Project
- 1997 Newark City Lights

CONNECTION-NEWARK PROJECTS COMPLETED 1995-97

Newark Wayfinding System

- Interstate Wayfinding System - The interstate highway system that surrounds Newark is one of the finest road systems in the World today. Over 1.1 million people travel on Routes 280/78, the Garden State Parkway and the New Jersey Turnpike on a daily basis. Working closely with NJDOT, Federal Highway Authority, the City of Newark, and the Connection-Newark Partners, approximately 60 major highway signs have been modified or added to the interstate program. These signs now guide visitors and residents to Newark and the major downtown Districts (University Heights, Downtown/Arts and the Ironbound). Also, many of the major institutions, transportation hubs and cultural institutions are now also signed. These highway signs not only assist motorists in their travels, but also highlights and markets the City's many treasures.
- Inner-City Wayfinding System/Trailblazers - The highway system of signs lead you to the major gateways of Newark. Upon entering the City you are greeted by a highly visible and vibrant sign system that through a color-coded program and messaging system, navigates you to your final destination with ease. Over 400 signs have been installed, and each District has a unique graphic look that enables the motorist to know that they are traveling in a specific District. Equally important to your safe arrival is your departure. We have created a comprehensive trailblazing system that guides you back to the major highway. Bright green Trailblazer signs signify individual highways and also inform you on the route and direction to travel.
- Coordinate with NJDOT the new Route 280/21 Off-Ramp - Connection-Newark worked closely with NJDOT in coordinating and lobbying for the successful on-time completion of this very important connector-link to Route 21.

The Loop Shuttle System

- Design Intent - The original concept for The Loop was conceived by the Partnership of Prudential, NJ Transit, New Jersey Performing Arts Center (NJPAC) and *Connection-Newark*. The initial phase of operations is funded by NJDOT/NJ Transit and Prudential. NJ Transit provided five (5) vehicles and operational and planning capital. Prudential contributed \$200,000 to the project. The total investment of the partnership was approximately \$1.1 million.
- Enhance Transportation Systems - The Loop enhances the existing transportation systems and reduces traffic congestion by providing a viable and convenient transit option for reaching key destinations in Newark's downtown areas. The Loop provides a "seamless" transit system connecting the Broad Street Station, Penn Station and the Newark City Subway with employment centers, cultural institutions, restaurants and other retail services. It also a precursor to the "Light Rail Connection Link" which is scheduled for completion within five years. The Loop encourages employees to use the transit options available to them and reduces traffic demand on local streets and parking facilities.

- Expand Economic Development Opportunities - The Loop attracts visitors and residents into Newark's downtown area by providing convenient access to Newark's premiere cultural facilities, its various institutions and its dining and shopping venues. The service provides a highly visible system that operates on frequent intervals. The Loop is very different from traditional transit vehicles—it is smaller, and more inviting, and is operated by drivers trained to be very knowledgeable “ambassadors” to the City. The intent is to encourage multi-purpose trips by visitors and residents, taking advantage of all Newark has to offer. For example, a visitor could take a train into Newark, then ride The Loop to a local restaurant, get back on The Loop and visit The Newark Museum, ride to a local coffee shop for dessert, to visit a gallery, or shop at a department store and then take The Loop back to the train station. This system augments the existing traditional bus system, but is not intended to compete with it. The dollars spent by these visitors expands the opportunities for existing and future businesses and directly benefit Newark's economy.
- Improve Quality of Life - The Loop improves the quality of life of residents, students, visitors and employees by providing a convenient means to get around Newark's downtown area in order to shop, eat, run errands, visit local institutions, attend meetings, etc. The Loop circulates throughout the downtown with convenient stops and short wait times. Having options such as these makes Newark a more attractive city in which to live, work, visit or to go to school.

Riverfront Greening Project

- The Newark Riverfront Greening Project is a public/private partnership lead by the New Newark Foundation, whose objective was to green approximately 12.5 acres along the Passaic River in downtown Newark. The land is owned by PSE&G, The Newark Housing Authority, and the City of Newark. The property is located directly across from the New Jersey Performing Arts Center (NJPAC) and extends southward to the PSE&G Sub-Station. The western border is McCarter Highway/Port Authority property and the eastern border is the River's edge.
- On an average day, 63,320 cars travel on McCarter Highway, and 720 trains pass over the Amtrak Bridge. We have calculated that approximately 593,800 persons daily have the potential to view this important downtown vantage point which overlooks NJPAC.
- This project will be funded by the property owners, several nonprofits, and corporations within Newark.
- The Greening Project was completed October 15, 1997, to coincide with the Grand Opening of NJPAC.
- This public/private initiative currently includes: The City of Newark, Newark Housing Authority, PSE&G, Prudential, Bell Atlantic - NJ, Amelior Foundation, New Newark Foundation, Paulus Sokolowski & Sartor, Inc. (PS&S), Miceli Kulik Williams & Associates, PC, and other professional consultants.

1997 Newark City Lights

- First Annual Holiday Celebration and Tree Lighting - Thousands of Newarkers and visitors gathered in Military Park on December 11, 1997, at 5:20 p.m. to witness and celebrate the lighting of the First Annual City Lights Program. Corporations throughout the City contributed to the project along with thousands of individuals known as Yule Bow Donors, purchased colorful bows that decorated the many branches of the tree. The City of Newark contributed all of the infrastructure improvements and electrical service requirements. NJPAC produced the performance portion of the project. Schools and youth groups from Newark and around the State brought their talents to the stage and streets for this wonderful festive occasion representing the December holidays. Forty-six hundred lights were lit precisely at 5:20 p.m. to coincide with the live coverage from both NJN and News12-NJ. It is the intent of City Lights that this be an annual tradition that builds on a yearly basis and attracts huge crowds from throughout the State of New Jersey. The evening was highlighted by David Copperfield, Mayor Sharpe James, Pat and Art Ryan, the youth of Newark, and of course Santa Claus, who together pulled the switch and lit, for the first time, Newark's beautiful 51-foot Norwegian Spruce Tree.

SECTION: IV

CONNECTION-NEWARK 1998-99 PROPOSED PROJECTS

- Enhancement Projects
- Special Projects and Esprit de Corps
- Education
- Connection-Newark Resource Optimization Center

CONNECTION-NEWARK 1998-99 PROPOSED PROJECTS

Enhancement Projects:

Project Description: The intent of this city-wide improvement project is to focus on very specific elements of the City of Newark that are in need of upgrade or improvements. We have specifically focused on these major projects:

1. Broad Street 2000
2. Pedestrian Access
3. Signage and Façades
4. Vendors and Kiosks
5. Circulation/Streetscapes/Landscapes
6. Gateway Enhancements
7. Expansion of Sign System and Ongoing Maintenance System
8. The Loop Shuttle System

The following is a general description of each of the proposed Enhancement Project:

1. **Broad Street 2000** - A streetscape improvement project by definition is the enhancement of what currently exists. Broad Street's improvement opportunities will be the drivers for initiating a change. Yet, it is the healthy stock of historic buildings, a series of public spaces, a robust transportation network and an abundant variety of populations that are the opportunities which can be built on.

A great city street is not created from scratch. It grows over time through changes small and large, deliberate and unintentional, opportunistic and calculating. The healthy urban fabric thrives on variety and depends on the cohesion of what may appear to be distinct elements. Below is a description of possibilities for the physical elements that define the street. Broad Street can be beautified by carefully integrating design enhancements to Circulation and Landscape, Signage and Façades, and Vendors and Kiosks. It can succeed by incorporating the physical improvements within a plan capitalizes on economic and cultural opportunities.

2. **Pedestrian Access** - It is understood that part of the master planning intent is to encourage people "back to the streets." Currently, the pedestrian pathways in and around the City require substantial improvement. It will be our intent to define common routes between various institutions and the public transportation hubs. This would also include routing to the various retail areas and other districts. Signs, banners, graphics, improved lighting, sidewalks, and security, would be the foundation for these pedestrian pathways.
3. **Signage and Façades** - Behind the oversized signs and awnings that wrap many of the buildings first two levels are façades from another era. Many of these historic buildings could not be created by current means, but they surely can be re-created. By bringing the historic details to the ground level, a connection is acknowledged between the life on the street and the activity within the buildings. Signage and awnings can be creatively incorporated within the beautifully detailed

column bays and window openings of the existing stock. The column bays of historic buildings can create an order within which stores can add contemporary whimsy and flourish.

Street signage can both pick up on the historic elements and provide connection to city-wide wayfinding.

4. **Vendors and Kiosks** - There are a variety of kiosk uses which enliven the street life and provide much-needed and speedy service to the pedestrian. Food, news and product vendors and advertising are amongst the many varieties. Similar to street signage, furniture and landscaping, the design of these elements can borrow from the historic aesthetic or add a contemporary touch, both of which will not only enhance their image but will also improve their serviceability. Design guidelines and strategic planning for kiosk and advertising design and location can establish zones of activity and economic opportunities in addition to design appeal.
5. **Circulation/Streetscapes/Landscapes** - Circulation requires the clear definition of zones for vehicular, transit and pedestrian flows, while recognizing that there must be a balance. Pedestrian zones can be defined by continuous paving patterns that guide people from their origin, whether emerging from their office or stepping off a bus, onto the sidewalk, to the intersections and across the streets. The pavers that define crosswalks serve additional functions of breaking the monotony of the street pavement, warning ensuing drivers of pedestrian and cross-traffic and slowing the cars to a speed which generally makes them more a part of the street life and, specifically the retail trade.

The bus stacking challenge, where a veritable wall separates the street and sidewalk and snarls traffic, can be avoided through the creation of extended drop-off zones, which can become urban 'places' unto themselves. Shelters, kiosks and street furniture can be integrated into the bus zones enabling the creation of destinations for retail, food service and meeting points.

Landscaping and street furniture can weave together nodes such as parks and business zones, emphasizing the value of the nodes and enhancing the aesthetic of the connections. A mid-street tree-lined median and selective plantings along the sidewalks can essentially extend the grand parks and plazas, providing a continuous rhythm down the length of the street.

6. **Gateway Enhancements** - During a wayfinding journey, gateways provide visitors with a sense of arrival to an important destination or zone. It provides reassurance that the correct route/path has been taken. Gateways create landmarks and establish reference points for orientation to an area. A gateway can be accomplished with architectural gates, landscaping, lighting, signage, graphics or banners.

Gateways also provide visitors with their first impressions of the environment they are entering. A gateway can express the character of a city, offer a welcoming message, create an inviting environment, or convey important information.

In this initiative, six (6) potential gateways to the City of Newark have been identified. These entrances have been developed in conjunction with the district routing established by the Connection-Newark project.

7. **Expansion of Sign System and Ongoing Maintenance Program** - As we have substantially completed the first Phase of our three-District downtown

wayfinding system, it will be imperative to develop an ongoing maintenance program that will handle defaced signs, damage to individual signs caused by vehicular accidents and/or vandalism, etc. We are now in the process of evaluating the system in totality and will be making recommendations for additions/revisions to the system that will, in general, improve the overall effectiveness of our Newark Wayfinding System. Other cities have estimated that the costs on an annualized-basis for maintenance, repair, upgrading and replacement, are approximately 10% of the value of the system. Our system costs are approximately \$1.2 million for the internal wayfinding system.

8. **The Loop** - The Loop is the fastest and convenient way to discover all that Newark has to offer. Comfortable shuttles link Newark Penn Station and the Broad Street Station to Newark's many treasures like the magnificent New Jersey Performing Arts Center, The Newark Museum, the New Jersey Historical Society or the Newark Public Library. The Loop is also perfect for running errands, shopping or sampling international cuisine at one of the many restaurants located in the Downtown/Arts or historic Ironbound Districts.

It is now time to evaluate the first three (3) months of Loop operation and make appropriate changes to facilitate increased ridership. We will be developing a strategic plan to raise additional monies from the private sector, market The Loop, encourage ridership to frequent the cultural attractions and retail destinations and make suggestions as to hours of operations. Also, various ridership programs will be explored; i.e., monthly passes, corporate sponsorship, daily passes, reduced fares and other scenarios that will enable The Loop to succeed on a more expanded scale.

Benefits: The overall benefits of these initiatives will dramatically improve the quality of life for millions of New Jerseyans, residents and visitors on an annual basis. As Newark is the State's largest city, it is very appropriate that through public/private initiatives that we attempt to enhance various elements of the City on an priority-basis. Newark is in the process of a major revitalization, and the proposed enhancements will play a significant role in softening the edges of Newark and also provide a level of comfort and support that will encourage all who spend time in Newark to return and bring their friends. "All roads and transportation systems lead to Newark."

Special Projects and Esprit de Corps

Summer Fun '98:

1. **Riverfront Concerts and Events** - In October of 1997, 12.5 acres of the Riverfront across from NJPAC was cleaned and greened. Over the next few years the Army Corps of Engineers will be constructing a \$77 million bulkhead project which includes creating a wonderful walkway along approximately two (2) miles of the Passaic River. We have a unique opportunity prior to the master plan completion and eventual development of the Riverfront, to utilize this park-like setting for events and concerts. We are proposing to collaborate with NJPAC and others produce a summer series of events on the River. There is a natural staging area and capacity for approximately 10,000 people to enjoy many different outdoor venues which could include: symphonies, jazz and rock concerts, festivals, the circus, and other events.
2. **Duck Race** - One day this Fall, at High Noon, thousands of spectators are expected to line the banks of Newark's very own Passaic River to witness a colorful moment in the annals of watersports -- At the sound of an airhorn, the River will surge with tens of thousands of highly competitive, sunglassed rubber ducks. These ducks will race with the currents and winds down the River to the Finish Line. Each duck has been adopted by students, corporations, nonprofits, residents, institutions, and/or visitors for the price of \$5.00. Your individual duck will have a code number on the bottom of the duck to signify its owner. The winners of this annual event will have the opportunity to win fabulous prizes and trips and have a great time on the Riverfront enjoying a very special day with our community. All proceeds will go to benefit specific charities.
3. **1998 Newark City Lights** - Our goal for 1998 is to dramatically increase participation and develop creative ways to light up the City of Newark with Holiday Spirit.

Education

Spirit 2000 Program:

Overview

Spirit 2000 is a program for students at Newark high schools to show them, in real world terms, what it takes to get and keep a job once they graduate from school.

The proposed program will become a part of the approved curriculum, beginning in the 9th grade and continuing on through graduation. The purpose of the program is to introduce students to numerous career paths, and demonstrate to them the rewards of graduating from high school and starting a career.

The program will be a practical experience for students. Employees of participating companies who are currently working in entry-level positions will share their experiences and thoughts with the students. Students in turn will be able to get a look at different career possibilities through the program.

Our goal is to prepare students for joining the work force, but more importantly have them create their own reasons for wanting to become a productive member of society, enjoying all the benefits that such a role will bring -- both for the community and the individual.

Curriculum

The program begins in the ninth grade with a general introduction to the process of finding a line of work that is appealing to each individual student. The program emphasizes the differences in people, and the fact that there are many different career opportunities. The first semester of Spirit 2000 shows the variety of real career choices that students have.

Important to the Spirit 2000 concept is the fact that the class is not taught by a single teacher. Instead, the Spirit 2000 class utilizes young men and woman, all of whom live and work in and around Newark, to share their experiences with the students. Through this "real world" experience, students will realize they have more opportunity than they thought. They also will be told that if they follow a certain path through the next four years in high school and meet the required skill level of the employer, that these jobs will be available to them upon graduation. The difference in this program will be that the end result is more than just a diploma, it is a true path to a real job.

As the program continues through grade 10, 11 and 12, the program will stress three main concepts:

1. Introduce students to the ideas that working hard in high school and graduating means something, and that at the end of their high school years there is an enjoyable and rewarding future in front of them.
2. Introduce students to specific career choices that range from working in factories as line workers to becoming the president of a international public company -- and everything in between. Allow them to experience what it is like to be "on the job" by getting them into the work force for one day to see what it is like from someone who already has the job they want.
3. Give students the "recipe" for getting the job. Show them what specific steps they need to take in order to secure the job that appeals to them.

Public - Private Partnership

Critical to the Spirit 2000 concept is the public - private partnership on the program. The schools will provide access to the students, and the companies will provide their people and their resources.

Participating companies will seek volunteers who will dedicate a few days a year to show students, on an actual job site, a real life experience of the work involved. These employee participants from the private sector will be enthusiastic about their jobs and their lives, and will share that enthusiasm with the high school students.

Benefits

Spirit 2000 benefits everyone -- communities, students and businesses.

For students, the benefits are multiple. They are able to see, first-hand and from a real-world perspective, the rewards that await them if they stay in school, graduate, and then get a good job. They will be able to experience exactly what it is like to work in certain jobs. They will also be able to hear testimonials from people they can identify with about the joys of getting a job, earning money and having a life of independence.

The benefits for local businesses are many. Newark high schools will be graduating candidates for entry level positions who understand what is needed to get a good job, and how to keep that job. They will be actively participating in the education process in a way that directly benefits their employees and shareholders. And they will help the community in general by increasing the number of students who leave high school and become taxpaying, responsible members of the community.

Summary

Spirit 2000 is a program that is, at it's core, very simple in nature. Its simple premise is to allow students to directly experience the real world after high school through interaction with the private sector. By allowing students to see what a good job really is all about, and helping them to find a job that interests them, Spirit 2000 can help Newark schools fulfill their role of preparing students for entry into adult society.

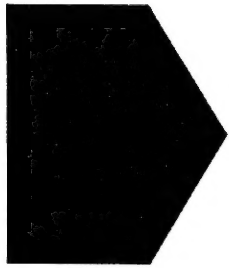
Connection-Newark Resource Optimization Center

The Resource Optimization Center is a critical component of Connection-Newark. As we all know, there are many of projects that are ongoing or in the planning stages at this time. It is the intent of our Optimization Center to identify all major projects occurring in the Greater Newark Area. We will then enter these projects into our visually oriented database for tracking and comparison. It is our belief that there are many projects that are duplicated efforts. Through the Resource Optimization Center we will be in a position to share with the community the projects that are currently underway or are being planned, and then link together the principals so they may collaborate and derive a synergistic relationship. This database will also be a tool for marketing and tracking of these projects.

SECTION: V

PROJECTS & SCHEDULES

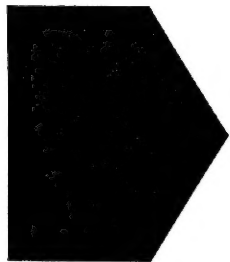
				'98			'99				
				Feb	May	Aug	Nov	Feb	May	Aug	Nov
	<u>Duration</u>	<u>Start</u>	<u>End</u>								
<u>Planning</u>											
Design, planning and funding	40 wks.	2/3/98	11/9/98								
<u>Construction</u>											
Implementation, construction and grand opening	59 wks.	11/10/98	12/27/99								



Project Timelines Special Events

'98 '99
Feb May Aug Nov Feb May Aug Nov

<u>Management</u>	<u>Duration</u>	<u>Start</u>	<u>End</u>								
Hire director and staff; Create strategic mgmt. Plan for special events; Implement plan	8 wks.	2/3/98	3/30/98								
<u>Summer Fun '98</u>											
Implement and manage plan	8 wks.	3/31/98	5/25/98								
Summer series commences; Concerts, Duck Race, Boat Races, Festivals	16 wks.	5/29/98	9/17/98								
<u>City Lights '98</u>											
Planning, fund raising, marketing, collaborating, logistics planning	27 wks.	5/26/98	11/30/98								
City Lights '98	2 wks.	12/1/98	12/14/98								



Project Timelines Spirit 2000

'98 '99
Feb May Aug Nov Feb May Aug Nov

	<u>Duration</u>	<u>Start</u>	<u>End</u>								
<u>Management</u> Hire director and staff	4 wks.	2/3/98	3/2/98								
Finalize strategic plan	4 wks.	3/3/98	3/30/98								
<u>Management</u> Build public/private partnership; develop business interface & curriculum design; integration of faculty & business partners; create & develop documentation & marketing materials; conduct summer testing of actual curriculum and roll out plan	22 wks.	3/31/98	8/31/98								
Commence first phase: Fall semester '98	15 wks.	9/1/98	12/14/98								

SECTION: VI

ACKNOWLEDGMENTS

This presentation and plan is the work of many thoughtful people and organizations. The following is a partial listing of our collaborators in this presentation:

Connection-Newark

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Cynthia Mahieu - Project Assistant

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Edwin Lopez - Security
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